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ABSTRACT

The program planning phase tc improve service programs includes the reccmmendaticns that the Trustees of the James Jercme Hill Reference Library: (1) commit the physical facilities and administrative organizaticn tc serve as headquarters for the cooperative prcgram of academic libraries, specifically the Cooperating Libraries in Ccnscrtium, Inc. (CLIC) and such other libraries as may become affiliated with the Consortium; (2) devote its service rescurces tc serving as the central reference services and switching center for this group of libraries and their respective constituents; (3) modify its policy of non-lending, subject to review cf specific materials required for its reference and information services program; (4) commit the library to close liaison with other agencies involved in regional and cooperative library services, including, but not necessarily restricted to, Minnesota Higher Education Coordinating Commission, Cooperative Libraries in Consortium, Inc., and Metropolitan Library Service Agency, Inc. (Author)

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REPORT ON PROGRAM PLANNING

FOR

The James Jerome Hill Reference Library

By

Herman H. Henkle

Director of Planning

LI 002 733

December 1969

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HERMAN H. HENKLE
325 THIRD STREET NORTH
NAPLES, FLORIDA 33940

LIBRARY PLANNING
PROGRAM • MANAGEMENT • BUILDING

Board of Trustees
The James Jerome Hill Reference Library
Fourth and Market Streets
St. Paul, Minnesota 55102

Ladies and Gentlemen:

It is my pleasure to submit for your review a Report on Program Planning for The James Jerome Hill Reference Library. Many people have given constructive thought to this purpose over the past two decades, and I have tried to weigh carefully the merits of the various proposals that have been made to you from time to time.

In the final analysis, recommendation to place emphasis on service to the academic community was determined by factors of usefulness and existing conditions which promise success of the program.

A necessary ingredient in the successful operation of the clearing house and switching center function is the availability and assured cooperation of library and other information resources in other agencies. The climate for such cooperation in Minnesota is excellent. There is the Higher Education Coordinating Commission which is actively engaged in review of library resources and services of the State, with the objective of their better coordination. There is a complex of good libraries in the University of Minnesota, administered with a strong sense of state-wide service. And there is already in operation the Cooperating Libraries in Consortium, Inc., of which the Hill Library is a supporting member.

Respectfully yours

Herman H. Henkle

Director of Planning
James Jerome Hill Reference Library

December 16, 1969

CONTENTS

Page

Preliminary statement. 2

Recommendations:

Basic Policy Statement on Program 3

Supplementary Policy Decisions 4

Program Elements Under Consideration 6

Appendices:

A. General Description and Evaluation of Alternative Programs Considered 10

B. Profile of Private Colleges and Libraries . . . 23

C. Bibliography:

Library Surveys Relating to Hill Library . . 34

Other Sources 35

To: The Board of Trustees
The James Jerome Hill Reference Library

From: Herman H. Henkle, Director of Planning

Subject: The Service Program of the Library

Ladies and Gentlemen:

The James Jerome Hill Reference Library has been subjected to a number of surveys over the past two decades, with the sponsorship of the Board of Trustees and sometimes active participation of individual Trustees.

Surprisingly little change has taken place in the program of the Library as a result of any of these surveys. This becomes understandable as one reviews the several surveys. Each new survey produced a different — sometimes wholly different — set of recommendations. And when representative librarians from the community have been asked to comment on program proposals, they too have presented varying points of view and differing recommendations. This was especially true during work of the Board's Ad hoc committee to review the 1967 survey of the Hill Library by the North Star Research and Development Institute. The appointment of the Director of Planning resulted from the recommendation of the Ad hoc committee.

The function of the Director of Planning was not to conduct a new survey of the Library. Affirmatively, it was two-fold:

1. To plan a service program for the Library which would make the greatest possible contribution to the community appropriate to the Hill Library, and

2. To do the operations planning necessary to put the service program into effect when approved by the Board.

This report covers the program planning phase of the assignment. In order to assure ample time for operations planning within the grant funds period for the study, the program planning has been conducted in close liaison with the President and the Planning Committee. The program presented for Board approval has been approved by both the Planning Committee and Executive Committee in its objectives. In its specific recommendations, it has undergone some refinement since the last review by these committees. It is now presented for full review by the Board.

The recommendations are presented in two groups:

A. Those which comprise a basic policy statement on the program of the Library, and

B. Supplementary policy decisions required to make the basic policy statement effective in an operating program.

RECOMMENDATIONS

A. Basic Policy Statement on Program. It is recommended that the Trustees of The James Jerome Hill Reference Library:

1. Commit its physical facilities and administrative organization to serve as headquarters for the cooperative program of academic libraries, specifically the Cooperating Libraries in Consortium, Inc. (CLIC) and such other libraries as may become affiliated with the Consortium.

2. Devote its service resources to serving as the central reference services and switching center for this group of libraries and their respective constituents.

3. Modify its policy of non-lending, subject to review of specific materials required for its reference and information services program.

4. Commit the Library to close liaison with other agencies involved in regional and cooperative library services, including but not necessarily restricted to: Minnesota Higher Education Coordinating Commission, Cooperative Libraries in Consortium, Inc., and Metropolitan Library Service Agency, Inc.

In arriving at these recommendations for a service program, several alternatives were reviewed. These are discussed in detail in Appendix A, pages 10-22. During review of program possibilities, three guide lines or objectives were kept in mind. Without attempting to formally rationalize their merits, the three guide lines were: (1) to maintain the independence of The James Jerome Hill Reference Library not only in a legal sense, but in the public prestige it now holds as an important cultural agency in St. Paul, (2) to develop a program which is constructively supplementary to other libraries rather than one which functions in competition with existing libraries, and (3) to plan a service program from which no group of its present users would be specifically excluded.

Numerous examples can be cited in which private library foundations, presumably in the public interest, have been merged into other organizations, abandoning their separate identities. This line of action has been both privately and publicly suggested for the Hill Library. It seems reasonable to reject this line of action if a significant program of service can be developed that is in harmony with the interests of the founder of the Library and those who established the endowment for its support.

The change suggested for the community to be served is primarily one of emphasis. It seems obvious that the types of collections and services recommended could have continuing relevance to the information needs of the general public, including research personnel associated with business and industry. Subject to a formal decision to the contrary, it is assumed that they would continue to have access to the Hill Library.

B. Supplementary Policy Decisions. It is further recommended that the Trustees:

1. Authorize and direct review of the acquisitions policy in light of basic service policies, a report and recommendations to be submitted by the Director of Planning by June 1, 1970, subject to approval by the Executive Committee.

A prime objective should be strong collections of bibliographical services and other reference books to support the reference services of the Library. This can be accomplished with a collection much smaller than the present book collection. Beyond this primary objective, acquisitions should be limited to materials which will most effectively supplement the libraries served.

2. Authorize and direct continued review of the building needs of the program, including location of the Library, under guidance of the Planning Committee, a final report to be submitted by the Director of Planning during the calendar year 1970, for review by the Executive Committee and submission to the Board for action.

Relocation of the Library would be desirable to bring it into the two and one-half mile radius that now covers the seven private colleges. The present location of the Library would not preclude accomplishment of

the service objectives stated in the basic pdicy recommendations, but a more central location would greatly improve the chances for effective service. The major disadvantage of the present location, aside from distance, is the existing building. It is monumental in design but non-functional almost beyond the point of solution. There are possibilities for remodeling which would provide substantial improvement in functional efficiency and these will be presented for evaluation by the reviewing committees.

3. Authorize and direct continued operations planning with not less than monthly reports to the President and Planning Committee and quarterly reports to the Board; and authorize additional planning staff, specifically: a Systems Coordinator, an Advisory Panel, and secretarial and clerical assistants.

A carefully planned schedule will be required to put a new program into operation within the period of the present supporting grant. Some phases of the operations will be much more complex than others and require skilled systems analysis to assure optimum effectiveness. This will be the case especially in the planned use of electronic equipment, with care being taken to coordinate Hill Library planning with programs already in operation and in advanced stage of planning in other other agencies.

Recruitment of the Systems Coordinator would be undertaken immediately. It is assumed that the position would be part of the operating staff of the Library, when operations planning moves into operations. The Advisory Panel would include outside experts in information programs, to advise on the services and required equipment for the Hill Library program.

4. Authorize the President to transfer from the planning office to the office of the Librarian, each phase of the service program as he judges it ready to be made part of the operating program of the Library.

In this connection, it should be recognized that planning for cooperative activities is now in progress by the Cooperating Libraries in Consortium, Inc. Approval of the basic policy recommendations presented in this report, by the Hill Library Board, will lend impetus to this cooperative planning. Care will be taken to coordinate this planning with the operational planning in progress, independently, in the Hill Library.

PROGRAM ELEMENTS UNDER CONSIDERATION

The outline of the proposed program which follows makes explicit the intent of the basic recommendations, namely, that the Hill Library:

1. Commit its physical facilities and administrative organization to serve as headquarters for the cooperative program of CLIC., and

2. Devote its service resources to serving as the central reference services and switching center for this group of libraries and their respective constituents.

If the major focus of the Hill program is to backstop the library needs of the academic community, the character of this program will be shaped in varying degrees by the common needs expressed by the academic libraries. But it also offers an opportunity for leadership by the Hill Library staff through study of academic needs and initiation of services to help meet them. It cannot be a static program, and it will not spring full blown into operation with adoption of the policy statement. A major objective of operations planning to follow, will be decisions on specific activities to be undertaken, worked out in consultation with the CLIC librarians, and determination of priorities.

Preliminary discussions already held at a meeting of the Consortium and with librarians, individually, suggest the following potential program elements. They are presented in two groups, (A) those relating principally to management and operations, and (B) those relating principally to service. In the end, of course, the first group has a service objective.

A. Elements Relating to Management and Operations

1. Review of special strengths and weaknesses in collections of each library, including Hill, with the purpose of developing better coordination of acquisition practices. The review will include examination of bibliographical resources. The development of an overall acquisitions policy which takes account of the teaching needs of all of the colleges, could be a major accomplishment. Some indication of the need for such a review is given in Appendix B: Profile of Private Colleges and Libraries in CLIC.

2. Centralized processing, to include book ordering, cataloging and other processing of books for all CLIC libraries, in the Hill Library.

Organization of such activity would be complex and would require application of the best possible systems management to achieve all of the potential advantages.

3. Storage of little used materials. This represents a problem urgently requiring attention in practically all of the CLIC libraries, not excluding the Hill Library.

4. Development of union lists and catalogs of holdings in all CLIC libraries, and eventually of other collections which can be drawn upon in support of academic needs. Planning in this area is already in progress by CLIC.

5. Improvement of communications. More effective use of telephone, development of a teletype network, experimentation with dedicated lines, and development of on-line access to information sources are all possible directions for development.

6. Development of a central computer facility and on-line access for: location of specific books and other library materials; cooperative use of Library of Congress magnetic tapes in cataloging operations; maintenance of central circulation records; and use of computer stores of information available from national sources. The impact of such a facility on the effectiveness of academic libraries would be of major importance. The costs of such a facility are outside the limits of any one of the college libraries; but meeting these costs would be well within the capacity of a cooperative program and would justify a major contribution by the Hill Library.

Operations planning for each of these objectives has its complexities, in some cases very substantial. As an indication of how operations planning would proceed, tentative schedules are presented for the second and sixth items.

Tentative Schedule for Operations Planning on Centralized Processing

Early 1970: Hold a series of meetings of CLIC operating staffs for—

1. Acquisitions procedures: head librarians and processing supervisors.
2. Cataloging standardization: head catalogers, and then head librarians for review and adjudication of differences.
3. Determination of cost sharing: head librarians.

Before the end of 1970: Establish central operation, beginning with acquisitions, then moving into cataloging.

During 1971: Move into use of computer procedures.

Tentative Schedule for Operations Planning on Computer Facility

Early 1970: Appointment of Systems Coordinator and Advisory Panel.

During 1970: With joint activity of the Director of Planning, the Systems Coordinator and the Advisory Panel:

1. Develop statement of program requirements.
2. Investigate availability and costs of existing facilities, e.g., University of Minnesota and CLIC colleges.
3. Visit, inspect and evaluate operating programs.
4. Adapt existing programs or develop new programs as required for:
   (a) Use of Library of Congress computer tapes.
   (b) Formats for union list of serials and union catalog of books.
5. Get into operation on 4(b).

Early 1971: Be prepared to install equipment or lease time on existing equipment for use of MARC tapes from The Library of Congress and preparation of cataloging produced locally.

During 1971: Beginning study of possibilities and procedures for using computer facility for control of circulation records and for SDI (Selective Dissemination of Information) from existing data stores.

B. Elements Relating Directly to Services

The fact that all of the above elements are service oriented is obvious. Their common characteristics are that many complex management questions have to be resolved, and they represent facilities for service. Examples of direct reader services are the following:

1. Daily delivery of materials. If all costs are considered, it is much more economical in both time and money to take books to readers than for readers to go to books, when these procedures represent inter-campus communication.

2. Clearing house service on location of materials. This is a service which could begin at a very early date, improving as various other elements outlined above become perfected to the point of operation.

3. Switching center service for information resources. Here, as in the suggestions for centralized processing, formal consultation of reference librarians from the several libraries concerned, would be asked for to develop procedures most effective in filling quickly any request for information which cannot be satisfied at the local level. When collections and staff are appropriate, referred questions would be answered in the Hill Library.

One of the CLIC librarians stated that during the past several years their library has been concentrating on three objectives:

". to simplify and accelerate the processing of meterials,

". to identify the library more closely with instructional program,

". to develop a service program oriented to users."

It may not be too much to expect that the elements suggested above for the service program of the James Jerome Hill Reference Library can contribute greatly to all of these objectives for each of the college libraries.

APPENDIX A

GENERAL DESCRIPTION AND EVALUATION OF ALTERNATIVE PROGRAMS CONSIDERED

ALTERNATIVES CONSIDERED

Several program proposals have been made to the Hill Library through the past two decades. The three most strongly supported proposals have been: (1) merger or close affiliation with the St. Paul Public Library, (2) greater emphasis on service to colleges, and (3) greater emphasis on service to business and industry. These three alternatives and two others are reviewed below. One is the present program which has been held to in the face of all suggestions for change. Still another possibility developed in discussions of the Planning Committee, namely, the switching center concept for libraries and the role that may be played by computer technology. It was given some attention in the North Star Survey report as a "Centralized-Service Library."

I. THE PRESENT PROGRAM

The James Jerome Hill Reference Library and its present service program may be briefly described as an independent, free public library devoted to collecting significant books in all fields of knowledge except medicine, law, genealogy, and quite recently, music.

It serves as a reference library whose collections are non-circulating but whose facilities are open to any reader for whom the collections and services of the library have relevance. The services include reference assistance to readers within the building, and reference searching for readers within the building and in response to inquiries received by telephone or mail. It will also make photocopies supplementary to either reference assistance or reference searching.

Within this program, it largely parallels the collections and service of the St. Paul Public Library, with three important exceptions, in terms of policy:

1. It tries to exclude publications of elementary or ephemeral character; that is, to concentrate on the more important books in each field, although important exceptions have been made to provide materials for students working on term papers, and by addition of ephemeral material that might be useful in current reference services.

2. It does not lend materials.

3. It places somewhat greater emphasis on personal service to readers.

A fourth exception has developed that relates to comparative size of the collections in the two libraries. Table 1 presents the number of cataloged titles in the broad subject classes. Giving full weight to the Hill Library tradition of selecting and keeping only books of major importance and current scholarly value, it appears from the record that the St. Paul Public Library has more extensive collections than the Hill Library in all fields except Statistics/Economics, the Basic Sciences, and Technology. In these fields, the two libraries are about on a par, except that a substantial proportion, perhaps 50 percent or more, of the Hill collection is not in the public library.

It is obvious that in both its collections and in the community served, the Hill Library, in its present program, is operating largely in competition with the St. Paul Public Library. In his survey report of the 1959 survey, Carnovsky discussed duplication of expensive investment services in the St. Paul and Hill libraries. In this connection, he observed:

> "That such duplication has occurred in St. Paul is due to the two libraries independence of each other, and the resultant inevitable trend toward competition for patronage.
>
> "Whatever virtue competition may hold in the world of industry, business, or sports, it is out of place, wasteful, and may become downright silly in a library context."

The position taken by the administration of the St. Paul Public Library is that it must serve the whole community. One of the consequences of this policy is that it has steadily improved the quality of its collections in fields which have been emphasized in the Hill Library, notably collections that will serve business and industry. However logical it may be for the Hill Library to reason that emphasis on library services to business and industry should be left to the Hill Library, it is not in a position to force the issue.

Table 1

Cataloged Titles in the James Jerome Hill Reference Library and the St. Paul Public Library, July 1969*

	Classes		Hill Library		St. Paul Public Library	
A	General Works			300		400
B	Philosophy, Psychology and Religion			2,720		13,020
	B-BD	Philosophy	590		1,250	
	BF-BJ	Psychology	815		2,170	
	BL-BX	Religion	1,315		9,600	
C	History & Biography			9,890		46,960
	C	Biography	485		12,400	
	D	Eastern Hemisphere	5,485		19,600	
	E	Western Hemisphere	1,980		5,200	
	F	America	1,940		9,760	
G-L	Social Sciences			21,290		36,270
	G	Geography (incl.atlases)	2,100		6,400	
	H -HJ	Statistics; Economics	13,450		13,500	
	HM-HX	Sociology	2,100		5,000	
	J	Political Science	2,560		5,400	
	K	Law	135		670	
	L	Education	945		5,300	
M-P	Humanities			7,510		63,880
	M	Music - sheet	-		14,300	
		Music - books	30		5,400	
	N	Fine Arts	2,915		11,400	
	P	Language & Literature	4,565		32,780	
Q	Natural Sciences			8,970		8,700
R-V	Applied Sciences			13,370		24,650
	R	Medicine	570		3,750	
	S	Agriculture	1,390		4,900	
	T	Technology	10,390		13,750	
	U	Military Science	720		1,250	
	V	Naval Science	300		1,000	
Z	Bibliography & Library Science			2,990		4,600
	TOTALS			67,040		198,480

* Numbers of titles are approximate, based on measurement of inches of cards in shelf lists. Statistics for the St. Paul Public Library exclude juvenile collections of 28,700 titles. They also exclude 6,000 foreign language adult titles not covered by classification.

The question of which library initiated the competition is irrelevant; both libraries are responsible for its continuance if neither takes action to follow other lines of service.

Unless a program is developed for closer integration with the St. Paul Public Library to eliminate this competition (discussed in the following section of the report), the Hill Library should choose the opportunity which it has, as an independent agency, to develop a program which will not be competitive.

Related to the general problem of program planning for the Hill Library is the fact that the number of persons visiting the library has been steadily declining for more than a decade, except for a brief flurry of increased use by high school students during the Sputnik period of greater interest in space technology. The number of readers decreased nearly forty percent between 1959 and 1968, and the trend was continuing month by month during 1969. The decline in the number of readers might be less disturbing, were the present program unique in its services; but it is, to a marked degree, still a program which parallels that of the St. Paul Public Library.

II. CLOSE INTEGRATION — SHORT OF MERGER — WITH THE PUBLIC LIBRARY SYSTEM

This appears to be one of the alternatives least likely to find support within the Hill Library circle. The founder of the library expressed interest in having the James Jerome Hill Reference Library work closely with the St. Paul Public Library; and most surveys of the library have included strong recommendations for closer cooperation between the two libraries. Yet for half a century there has been no meaningful cooperation between the two libraries in either the development of collections or in public services. The existence of two public libraries in adjacent buildings, serving essentially the same adult public and covering essentially the same fields of knowledge without close cooperation is especially incongruous.

Two major developments in public libraries in the Twin Cities have tended to make the Hill Library increasingly less important as a public Library. Both trends are likely to continue.

The first development has been the marked increase in public library resources in the Twin Cities during the years since the Hill Library opened for public use in 1921. In that year the two public libraries held 645,000 volumes (Minneapolis 366, 500 and St. Paul 278,500). The total expenditures for library materials were about $100,000. In 1968, the combined collections had grown to 1.751 million volumes (Minneapolis 1,078,600 and St. Paul 672,700). And the combined expenditures for library materials had increased to $692,476.

If comparable data for the Hill Library are combined with data for the two tax supported libraries, the Hill Library is shown to have approximately ten percent of the total public library collections and to be expending only about seven percent of total public library expenditures for library meterials.

The second major development, and one of the most significant library developments in recent years, has been organization of the Metropolitan Library Service Agency (MELSA). As of 1969, the member libraries are the municipal libraries of St. Paul and Minneapolis and the county libraries of Hennepin and Ramsey Counties. As originally recommended, it envisioned participation of all of the tax supported libraries of the seven county metropolitan area and eventually other libraries within the region and possibly throughout the state.

MELSA grew out of a comprehensive library survey conducted by Dr. Herbert Goldhor, Director of the Graduate School of Library Science, University of Illinois, the report of which was published in 1967. The survey examined all facets of public library resources and services within the region, and to a limited extent the resources of other libraries, and made many very well reasoned and clearly presented proposals for improvement of public library services.

The surveyor, and the report, clearly excluded the Hill Library from the public library complex. Discussion of the Hill Library is limited to two paragraphs in the report (page 67) and are here quoted in full. The numbers inserted in parentheses refer to the comments which follow the quotation:

"The Saint Paul Public Library has an unusual situation in regard to its physical contiguity with the James Jerome Hill Reference

Library. The Hill Reference Library is a privately supported and privately controlled library open to the public, with an exellent collection of about 190,000 volumes, increasingly more concentrated in the fields of business and technology(1). It might be noted that of 437 new titles listed in the 'Weekly Record' of Publisher's Weekly for Nov. 30, 1964, the Hill Reference Library had bought only 24 (6%) by a year later(2), and 19 (four-fifths) of these were also bought by one or more of the eight other libraries in the area which were checked (6 of the 19 titles were acquired by the St. Paul Public Library). Altogether the six large public libraries had acquired 227 or 52% of all 437 new books; and the St. Paul Public Library alone had purchased 112 of 26% of the total listed.

"The Hill Reference Library has an enviable reputation for fast, efficient service, but the present surveyor feels that it can make an even greater contribution to the community by becoming the reference department of the St. Paul Public Library, than by jealously retaining its legal and actual independence(3). Similarly constituted libraries in other cities have found it to their advantage to join forces with some other local library, e.g., the Minneapolis Athenaeum, the Lennox and Astor Libraries in New York City, the Grosvenor Library in Buffalo, the John Crerar Library in Chicago(4), and most recent of all (in 1966) the Peabody Institute in Baltimore. The Hill Library Board of Trustees would have to agree to this change in basic policy, and would probably need court approval of the change. But each year longer that passes without such a merger is one year more in which both libraries are less effective than they might be(5). If a complete merger is indeed impossible, it would be desirable that the two libraries be run by the same director wearing two hats and reporting to two different authorities, but able then to guarantee that there would indeed be cooperation between the two institutions."

Comments

1. The statement that the Hill Library collections have been "increasingly more concentrated in the fields of business and technology" is

only partially borne out by analysis of new titles cataloged. The subjects included in the analysis are Statistics and Economics (classes H-HJ), the basic sciences (class Q), and the applied sciences (classes R, S and T). Table 2 shows the overall increase in the total of these classes in the Hill Library, the most striking change having been the increase in the percentage of new titles in the basic sciences, which accounted for all of the twenty-year increase in the combined statistics.

Table 2

Changes in Percentage of Titles Cataloged
of Interest to Business and Industry
(By five year intervals)

Subject	1949	1953	1958	1963	1968
Statistics & Economics	23.3	26.7	25.4	25.3	23.4
Basic Sciences	10.9	11.1	13.7	27.1	28.3
Applied Sciences	26.2	24.8	29.1	21.4	25.6
Totals	60.4	62.6	68.2	73.8	77.3

Changes in the percentages in the applied sciences between 1949 and 1968 were: medicine, 0.6% - 0.4%; agriculture, 4.0% - 1.3%; and technology, 21.6% - 23.9%.

2. To update the statistic of percentage of currently published American books, the June 24, 1968, issue of Publisher's Weekly was checked to ascertain the percentage acquired by Hill Library by July 1969. The percentage was 5.2%; down from the 6.0% reported by Goldhor in 1967. The current figure is 6% if medicine, law, music, fiction and juveniles are omitted.

3. It would be difficult to fault the statement that the Hill Library could make "greater contribution to the community by becoming the reference department of the Saint Paul Public Library." If no other alternative than its present program were offered, such a suggestion should be seriously considered. However, there appear to be other ways in which public service of the Hill Library can be greatly increased and still permit the library to retain its legal and actual independence.

4. The change in status of the John Crerar Library differs from the other examples given. Its affiliation with Illinois Institute of Technology is through a contractual (and reversible) arrangement, and not through a merger. It still remains an independent free public library.

5. Other possible changes in the Hill Library program could be adopted with simple action by the Board of Trustees.

Two conclusions can be drawn with respect to advantage or disadvantage of close integration with the St. Paul Public Library.

1. The time has largely passed when the general public would experience advantage in having the collections of the Hill Library merged with those of the St. Paul Public Library. The book collections of the St. Paul Public Library now excel those of the Hill Library (in several fields by wide margins), with three exceptions. In statistics and economics and in technology, the two libraries have collections about equal in size; the Hill Library collection in the basic sciences is somewhat larger than the collection in the Public Library.

2. The supplementary access to other library resources needed by the Public Library is now likely to come through the MELSA organization as it develops a program to coordinate the collections (some 2.5 million volumes) and services of all of the municipal and county libraries of the metropolitan region.

III. SWITCHING CENTER FOR A NETWORK OF LIBRARIES

In view of the Board's interest in taking a long term view of the library's program, serious consideration should be given to important technological developments on the horizon and to some extent already in operation.. They offer the opportunity for an entirely different kind of program, in brief, a program which is directed toward helping other libraries serve readers. Because of its private sources of support and possibility for independent action, the Hill Library might well limit its acquisitions to serve as a backstop to other libraries and develop a program to serve a central clearing house of information about other

library collections and services. This would involve concentration of its acquisitions program on bibliographical resources, and of its service equipment on the development of union catalogs and other detailed records of the holdings and services of other libraries. It would make use of tele-communications in their several existing and developing forms, and of computer facilities as they become economically feasible.

The technological development of computers for the storage and retrieval of information is already far advanced. However, for the present and foreseeable future, the cost of such facilities is, and will continue to be, prohibitive for most individual libraries. On the other hand, for the consortium of libraries giving joint support to the development of modern technology in the organization and servicing of information and in making common use of a central facility, potentials can be very exciting. The existence of a substantial number of libraries in a relatively limited geographical area offers the possibility of developing on-line access to a central computer with a minimum of communication costs.

There are several cogent reasons for selecting this program alternative for exploration in depth. Very persuasive is the high probability that the concept of library networks and the technological developments which will bring on-line access to computer stores of information are "waves of the future" for libraries.

Another persuasive reason is that no such program is now in operation or even in the planning stage. If libraries are to be ready to exploit the technological advances now in progress, they should be preparing themselves now.

And perhaps most compelling of all is the premise that if the Hill Library wishes to make the greatest possible contribution to the total library services of the community, it cannot accomplish this objective through a program as highly competitive as its present program now is.

IV. SERVICE DIRECTED PRIMARILY TO THE ACADEMIC COMMUNITY

A program which has as its prime objective close affiliation with and and service to the colleges and universities of the area has a number of points in its favor. (1) College students and faculty presently constitute a substantial proportion of the library's users. (2) The Hill emphasis

on significant books in a wide range of disciplines offers major support to the colleges and academic institutions, and especially the private liberal arts colleges. (3) The fact that the Hill Library is a reference library offers an important supplementary service.

There are two present circumstances which represent disadvantages. First, the location of the library, several miles from the center of academic population, and second, the very poor facilities for ready access to the collections in the present building.

In addition to the three points already mentioned as favorable to emphasizing service to the academic community — they appear to need no elaboration — there are other considerations taken into account in the program recommendation. One is the final point made in the previous section, the lack of competative relations between Hill Library and the college libraries.

Another relates to the question of need, in particular with respect to the private colleges. In spite of major improvements in these libraries since the Kuhlman report in 1952, the resources of most of the college libraries are marginal. They are largely dependent on private support. While they have had some assistance from federal grants under the Higher Education Act of 1965, their support from this source is similar to federal aid to public libraries; and they have no access to tax support as do the municipal and county libraries, and the libraries in the state system of institutions of higher education.

While the enrollment in private colleges has grown at a slower rate than in the state supported institutions, the private colleges do feel the impact of pressure for an increasing percentage of high school graduates to continue their formal education through a liberal arts program.

And related to the proposal, is the fine rapport which already exists between Hill Library and the seven private colleges in CLIC. The situation provides a climate conducive to cooperative effort.

V. SERVICE DIRECTED PRIMARILY TO BUSINESS AND INDUSTRY

Here again, the fact that a substantial proportion of present users of the library come from the business and industrial community suggests the

merit of concentration on improvement of these services. The status of Hill Library and the experience of its personnel in serving clients from business and industry are important advantages for this alternative program. However, the advantages seem to be far outweighed by the disadvantages inherent in the nature of the present collections. It was strongly recommended to the library twenty years ago that the library limit the fields of its acquisitions with the objective of being able to give more significant service to the industrial community, but the library administration and the Trustees found this recommendation unacceptable at that time. As a consequence, during a period of rapidly increasing publication in the fields of interest to business and industry, a great deal of material of importance for significant industrial service is lacking. Most significant in this area of deficiency is the relatively small number of periodicals and other serial publications both in current subscriptions and back files. The location of the present building is not especially disadvantageous, but there is a major disadvantage in the lack of adequate parking space.

The North Star survey report recommended two actions:

"1. Dedicate the James Jerome Hill Reference Library for use as the St. Paul Public Library reference room.

"2. Establish a business, economic, scientific and technical library."

The first recommendation is discussed above, with indication of reasons why this appears to be the least desirable of all ideas proposed for a Hill Library program.

The second recommendation has a major appeal. Not the least of the reasons for this appeal are the facts that the Hill Library has invested a great deal of effort toward stimulating company use, although with only limited success, and those who do use the Hill Library have a high regard for the quality of its services to them.

However, review of the major factors required for developing such a program to its full potential argues strongly against the choice of a service program concentrating in this field.

1. Information resources. Reference has been made above to the inadequacy of the collections. The present collections are of good quality, but

the scope and depth of collections required for a major program to meet the economic and technical information requirements of business and industry would require a budget for materials and processing in excess of the total present endowment income.

2. Supplementary sources of income. The problems of recruiting supplementary sources of income through contributions or reimbursement for services are complex, difficult, and wholly outside the experience of the Hill Library.

3. Other sources of information. The most active company users of the Hill Library, with very few exceptions, have libraries of their own, with the result that only a small percentage of their information needs requires outside sources. Much of the service required is photocopy service, and this is available from several major research libraries throughout the country. The recently established State Technical Information Service has opened up the major resources of the University of Minnesota libraries. The public libraries are improving their services to business and industry, and one of the stated objectives of the new MELSA organization is to further improve such service by better coordination of all resources in the public libraries of the metropolitan region. True - all of these resources together still do not match the need. But for Hill Library to intensify its program in this field would simply accentuate the already competitive position in which it now operates with only very limited success.

This generally negative conclusion toward expanding service to business and industry is supported by the results of the Survey of the Information Needs of Business and Industry in St. Paul, which was made by the Hill Librarian in 1960.

APPENDIX B

PROFILE OF PRIVATE COLLEGES AND LIBRARIES
IN CLIC
(COOPERATING LIBRARIES IN CONSORTIUM, Inc.)

THE PRIVATE COLLEGES

There are seven private colleges in the Twin Cities with which Hill Library is affiliated through CLIC (Cooperating Libraries in Consortium, Inc.)

Augsburg College
Bethel College
College of St. Catherine
College of St. Thomas
Concordia College
Hamline University
Macalester College

As a group, these colleges constitute a congenial academic community. All are accredited by the North Central Association of Colleges and Secondary Schools, all have church sponsorship, all but one (Concordia) offer varied liberal arts majors, and all offer programs with professional or pre-professional objectives.

The total enrollment of the seven colleges is less than 10,000 students, with a range of 721 to 1,878 and both mean and median between 1,300 and 1,400. The enrollment in all of the schools is predominantly full-time students, with a large proportion (average 67.4%) living on campus. One college is devoted to women, one to men; the other five are co-educational. Of the total enrollment of the seven colleges, approximately 52% of the students are men, and approximately 48% women. (See Table 1) Only two of the schools (Augsburg and Hamline) have fraternities and sororities, two (St. Catherine and Macalester) are affiliated with Phi Beta Kappa, and only one (St. Thomas) has a ROTC program (voluntary, air force).

Partial representation of the academic programs of the several colleges is presented in Table 2. With the exception of Concordia, which, at present, is devoted primarily to teacher training, each of the schools offers a variety of liberal arts and pre-professional or professional majors. All but Concordia offer honor programs, accelerated classes or opportunity for independent study which would normally be expected to require access to strong library resources.

Somewhat greater variety in liberal arts majors is available in the humanities than in the social and natural science. Four or more of the schools offer majors in art, biology, chemistry, economics, English, French, German, history, mathematics, music, philosophy, political science,

psychology, religion, sociology, Spanish and speech and dramatic arts. There is much less duplication in vocational programs, although four schools offer majors in both art and music education, and five schools have major programs in both primary and secondary education.

A notable development in this group of colleges is participation by several of the schools in exchange of students in course enrollment. And very significant is the agreement which opens the collections of each of the college libraries to all students of the other colleges. The colleges are also concentrated in a fairly small area — within a circle in western St. Paul and eastern Minneapolis with a radius of less than 2.5 miles, although Bethel College will soom move to a new campus outside the circle. (See map)

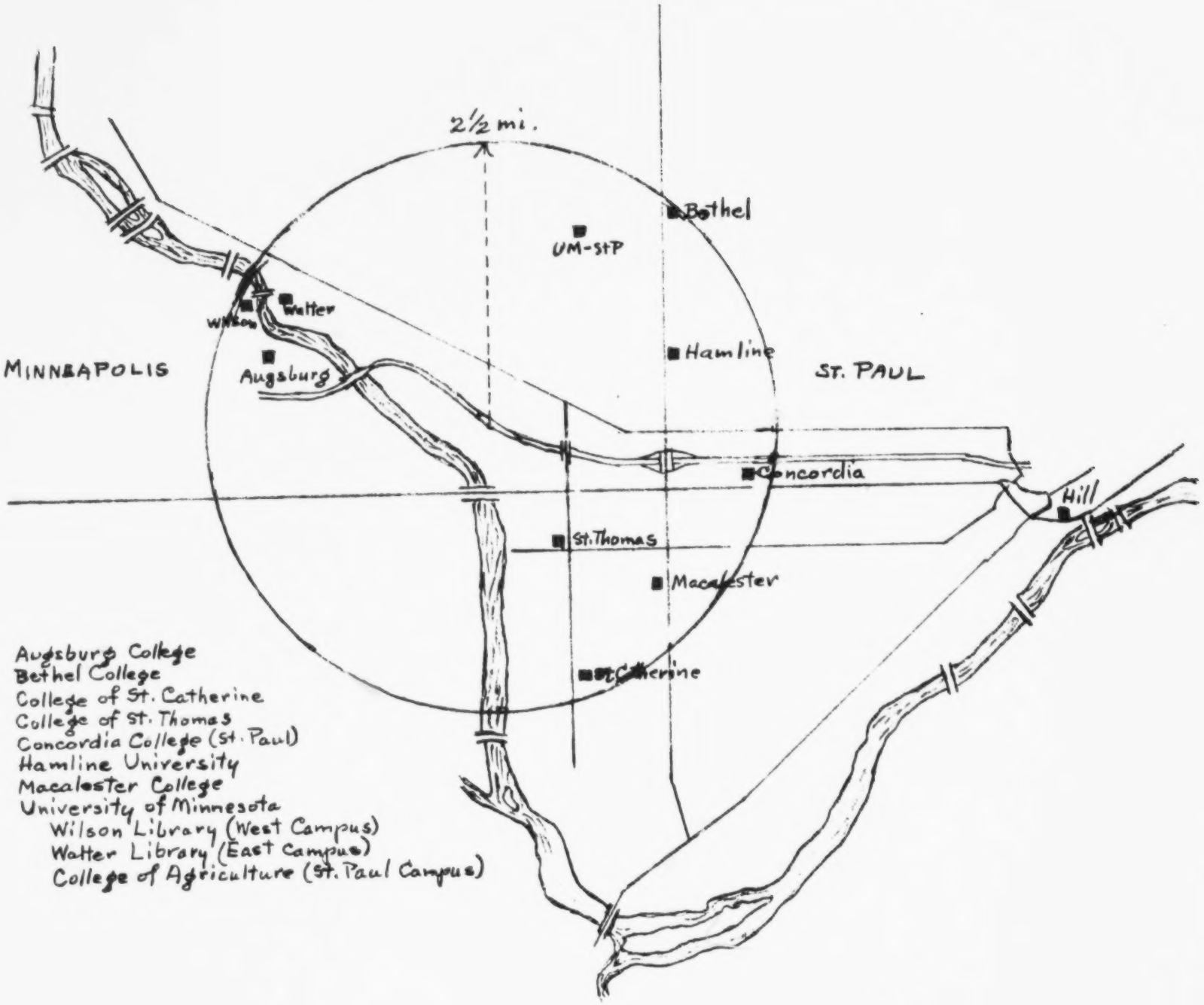
THE LIBRARIES

Information descriptive of the seven college libraries is presented in Tables 3-7. The collections at the end of 1968/69 ranged from 56,850 to 180,225 volumes, the combined collections totaling 791,925 volumes. Annual expenditures and other factors of statistical measurement also vary widely, but these are equalized in some degree by variations in student enrollment and the number of academic majors offered by the several colleges. It is of interest to note that their combined annual expenditures for library purposes exceeds one million dollars and that of this, $392,305 were spent for books, periodicals and binding in 1968/69.

College library standards adopted by the American Library Association are now ten years old, and did not provide for adequate objective measures of evaluation at the time of their adoption. As stated in the standards, under "Quality of the Service and its Evaluation," "In the field of librarianship, probably nothing is more difficult than assessing the quality of a college library, since it involves so many intangible factors."

To the degree that the standards give a statistical basis for evaluating collections, the libraries of the seven colleges are marginal in quality. But with respect to the statement in the A.L.A. standards re-

LOCATION OF ACADEMIC LIBRARIES



Augsburg College
Bethel College
College of St. Catherine
College of St. Thomas
Concordia College (St. Paul)
Hamline University
Macalester College
University of Minnesota
  Wilson Library (West Campus)
  Walter Library (East Campus)
  College of Agriculture (St. Paul Campus)

lating to "interlibrary cooperation," this group ranks high. The fact that each of the libraries is open for use by students from each of the other colleges greatly increases the effectiveness of their combined resources.

In comparison with other college libraries in the sixteen or more private colleges in Minnesota, the CLIC group ranges above and below the median for the sixteen libraries, but with concentration tending toward the upper part of the range in current acquisition of books and periodicals. However, a common bond between the college libraries in the Consortium is that no one of them has the resources to support, independently, a broad liberal arts program; and even the smallest of the libraries has material not commonly held, or not held at all, by the other libraries. An indicator for this statement was the results of checking the Basic Library List for the Biological Sciences, published in March, 1969, by the Commission on Undergraduate Education in the Biological Sciences (CUEBS). The Hill Library was included in this review. The details are given in Tables 8 and 9 and supplementary lists.

Of the 783 titles in the list, 89 or 11.4%, were in none of the libraries. Approximately one sixth of the titles (127) were recorded in one copy only. No library holds as much as fifty percent of the titles; the range is 27.8% to 49.3%; and the average is 36.8%.

Active planning is now underway to make the Consortium more effective. A Coordinator has been employed and is engaged in developing a cooperative program.

For the tables which follow, data for tables 1 and 2 were drawn from the Admissions Search Kit, c1968 by the Association of College Admissions Counselors and 3M Company, with some corrections supplied by the librarians. The data are obviously not current, but they reflect the general character of the colleges. Data in tables 3 through 7 were provided by the librarians through questionnaires. Tables 8 and 9 were compiled from the checking copy of the CUEBS list referred to above.

Table 1

STUDENT ENROLLMENT

In Seven Private Colleges in Twin Cities

College	Full time	% men	No. men	% w'n	No. women	% res.	No. resident
Augsburg College	1,620	50	810	50	810	60	972
Bethel College	977	46	449	54	528	85	830
College of St. Catherine	1,288	0	-	100	1,288	45	580
College of St. Thomas	1,878	100	1,878	0	-	50	939
Concordia College	721	46	332	54	389	83	598
Hamline University	1,305	47	613	53	692	70	913
Macalester College	1,794	52	933	48	861	84	1,507
Totals	9,583	52.3	5,015	47.7	4,568	67.4	6,337

Table 2

ACADEMIC PROGRAM

In Seven Private Colleges in Twin Cities

College	No. majors	Undergrad degrees	Honors Programs
Augsburg College	30	B.A.	Accelerated classes and seminars for all classes; independent study usually in major
Bethel College	21	B.A.	Independent study program for juniors and seniors
College of St. Catherine	26	B.A., B.S.	Honors courses and experimental program in selection of courses
College of St. Thomas	17	B.A.	Honors courses and independent study for all classes
Concordia College	3	A.A.	None reported
Hamline University	24	B.A.	Special sections, research projects, special courses for all classes
Macalester College	34	A.B.	Independent and honors programs for top three classes

Table 3

LIBRARY COLLECTIONS

In Seven Private Colleges in Twin Cities. (1968/69)

Library	Volumes	R*	Volumes added	R*	Serial titles	R*
Augsburg College	83,365	11	7,256	7	708	11
Bethel College	60,021	13	5,199	12	473	14
College of St. Catherine	162,510	5	8,237	4	2,292	1
College of St. Thomas	135,846	6	7,335	6	1,576	3
Concordia College	56,850	14	3,873	15	505	13
Hamline University	113,108	9	4,489	13	746	10
Macalester College	180,225	4	15,909	1	2,283	2
Totals	791,925	-	62,298	-	8,583	-

* Rank in 16 private colleges in Minnesota

Table 4

RANGES OF LIBRARY COLLECTIONS FACTORS

In Sixteen Private Colleges in Minnesota

Factors	Seven StP/Mpls Colleges	Sixteen Minnesota Colleges
Volumes at end of year	56,850 - 180,225	11,000 - 237,370
Net Volumes added	3,873 - 15,909	2,304 - 15,909
Serial titles received	473 - 2,292	167 - 2,292

Table 5

OPERATING EXPENDITURES

In Seven Private Colleges in Twin Cities

Library	Total Expenditures	R*	Books Periodicals & Binding	R*
Augsburg College	$118,159(1)	10	$ 37,394(1)	11
Bethel College	84,796	12	33,608	12
College of St. Catherine	192,167	2	58,856	8
College of St. Thomas	163,116	7	66,430	6
Concordia College	76,188	13	31,000	13
Hamline University	106,524	11	41,120	10
Macalester College	276,278	1	123,897	1

* Rank in 16 private colleges in Minnesota
(1) Adjusted to include grant funds for collections.

Table 6

COMPARISON OF 1968/69 EXPENDITURES AND 1969/70 BUDGETS

In Seven Private Colleges in Twin Cities

Library	1968/69 Expenditures	1969/70 Budget	Bks., Per'cals., Bndg. 1968/69	1969/70
Augsburg College	$118,159(1)	$151,379(1)	$ 37,394(1)	$ 61,667(1)
Bethel College	84,796	108,745	33,608	34,000
College of St. Catherine	192,167	218,500	58,856	67,500
College of St. Thomas	163,116	172,237	66,430	56,500
Concordia College	76,188	80,000	31,000	26,500
Hamline University	106,524	111,990	41,120	37,000
Macalester College	276,278	260,200	123,897	119,500
Totals	$1,017,228	$1,103,051	$392,305	$402,167

(1) Adjusted to include grant funds for collections.

Table 7

LIBRARY STAFF

In Seven Private College in Twin Cities (1968/69)

Library	Prof'l staff	Non-prof. staff	Student help*	Total	R**
Augsburg College	3.7	2.0	7.6	13.3	11
Bethel College	4.5	3.0	6.0	13.5	10
College of St. Catherine	7.0	3.5	31.5	42.0	2
College of St. Thomas	7.5	4.0	7.6	19.1	5
Concordia College	4.3	1.0	5.9	11.2	14
Hamline University	3.0	5.5	6.5	15.0	9
Macalester College	5.0	16.3	15.0	36.3	3

* Report of total hours converted to full-time equivalent (50 weeks of 35 hours, or 1750 hrs./yr.)

** Rank in 16 private colleges in Minnesota

Table 8

LIBRARY HOLDINGS OF TITLES IN CUEBS LIST

Library	Same	Earlier	Later	Total	% Held	(1)	(2)	(3)
Augsburg College	260	48	9	317	40.5	12	36	59
Bethel College	166	50	2	218	27.8	6	19	26
College of St. Catherine	188	40	3	231	29.5	8	18	44
College of St. Thomas	275	48	9	332	42.4	22	38	59
Concordia College	306	2	0	308	39.3	15	31	62
Hamline University	241	56	2	299	38.2	9	36	39
Macalester College	307	66	13	386	49.3	36	56	68
Hill Library	177	35	1	213	27.2	19	28	30

Table 9

NUMBER OF COPIES HELD FROM CUBBS LIST

No. of copies	Number of titles	% of list	Notes
None	89	11.4	
1	127	16.2	15 titles earlier ed.; 1 title later
2	131	16.7	4 titles, all copies earlier ed.
3	129	16.5	4 titles, all copies earlier ed.
4	127	16.2	1 title, all copies earlier ed. 1 title, all copies later ed.
5	85	10.9	1 title, all copies earlier ed.
6	55	7.0	
7	31	4.0	See list of titles following
8	9	1.1	See list of titles following
Total	783	100.0	

TITLES HELD BY ALL LIBRARIES

Arey. Developmental Anatomy. (3 copies current ed.)

Boring. A History of Experimental Psychology.

Esau. Plant Anatomy (5 copies current ed.)

Gabriel & Fogel. Behavior Genetics.

Gray (ed.) Encyclopedia of the Biological Sciences.

Hyman. The Invertebrates.

Mayr. Animal Species and Evolution.

Stern. Principles of Human Genetics (4 copies current ed.)

Sturtevant. A History of Genetics.

TITLES HELD BY SEVEN LIBRARIES
Including Hill Library

Allee. Principles of Animal Ecology.

Altman & Dittmer. Biological Data Book.

—— Environmental Biology.

Burt & Grossenheider. A Field Guide to the Mammals. (2 copies current ed.)

Conant et al. Harvard Case Histories in Experimental Science.

Darwin. The Voyage of the Beagle. (Varying editions)

Dobzhansky. Mankind Evolving.

Downes. The Chemistry of Living Cells. (All current)

Frisch. Bees, their Vision, Chemical Senses and Language.

Hesse. Ecological Animal Geography. (2 copies current ed.)

Hutchinson. A Treatise on Limnology.

Pennak. Fresh-Water Invertebrates of the United States.

——— Collegiate Dictionary of Zoology.

Smith. The Fresh-Water Algae of the United States.

Stebbins. Variation and Evolution in Plants.

Stern. Principles of Human Genetics.

Thimann. The Life of Bacteria.

Not Including Hill Library

Alexopoulos. Introductory Mycology. (5 copies current ed.)

Braithwaite. Scientific Explanation, a Study of the Function of Theory, Probability and Law in Science. (3 copies current ed.)

Braun. Bacterial Genetics. (5 copies current ed.)

Buchsbaum. Animals Without Backbones. (5 copies current ed.)

Carlson et al. The Machinery of the Body. (4 copies current ed.)

Carson. The Edge of the Sea.

——— The Sea Around Us. (2 copies current ed.)

Chandler & Read. Introduction to Parasitology. (5 copies current ed.)

Dobzhansky. Evolution, Genetics, and Man.

Giese. Cell Physiology (1 copy current ed.)

Jukes. Molecules and Evolution.

Oparin. The Origin of Life. (6 copies current ed.)

Peters. Classic Papers in Genetics.

Scott. Animal Behavior.

Note: Review of these lists and comparison with other titles in the CUEBS list, and especially with those titles not in any of the eight libraries, suggests that coincidence and accident play too great a role in present book selection. The Consortium can bring improvement and assure better balance in the combined holdings of significant books.

APPENDIX C

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